



Healthy Future 2025

Voluntary sustainability report of Special Fruit NV,
Fruit Service Collective NV, Growing & Licensing NV
and MAGO Holding NV



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Every day, fresh fruit and vegetables connect growers, customers and consumers across Europe. As a company operating at the heart of this supply chain, we recognise our responsibility to contribute to a healthier future.

Healthy Future is more than our sustainability strategy. It reflects the way we want to do business: responsibly, transparently and with respect for people, products and the planet.

Although sustainability reporting is not mandatory for our organisation, we have chosen to publish this first report because we believe transparency creates trust. It allows us to show where we are making progress and where further work is still needed. This report makes that balance clear. It shows how most of our environmental impact lies in the value chain, how changing climate conditions affect our sourcing, and how we are investing in our people, partnerships and business practices to become more resilient.

These challenges require us to keep adapting, collaborating and improving. They also create opportunities to innovate and strengthen our business.

I would like to thank all colleagues, growers, customers and partners who contribute every day to making Healthy Future a reality.

Ann Celen, CEO Special Fruit

“Sustainability is a journey we can’t make alone. Together with our colleagues, growers, customers and partners, we are building a healthier future.”



About this report

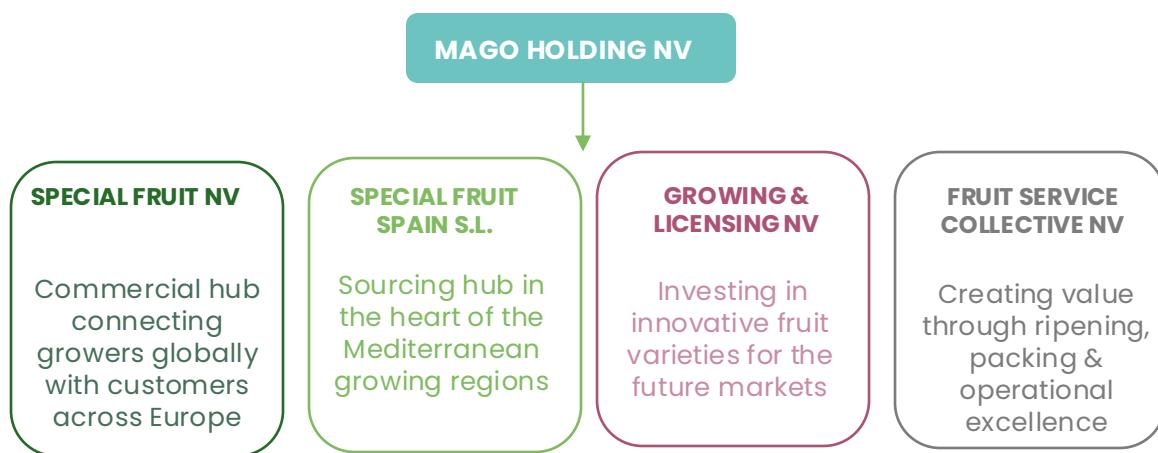
This report has been prepared by MAGO Holding, the parent company of Special Fruit and its affiliated companies.

Because Special Fruit is the name by which customers, suppliers and other stakeholders know us best, we refer throughout this report to Special Fruit when describing our activities, people and sustainability approach.

Unless stated otherwise, all data and information in this report relate to the activities of MAGO Holding and its subsidiaries during the 2025 reporting year. The report has not been externally assured. Carbon calculations have been prepared internally using recognised methodologies and are subject to ongoing review as our data quality and reporting processes continue to mature.

Reporting scope

This report covers the following entities:



Where data only relates to one entity, this is explicitly indicated.

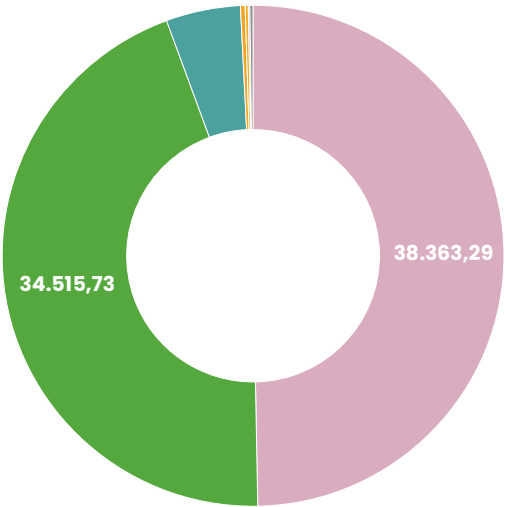


Healthy Planet



GHG emissions by activity (tCO₂e)

- Goods & Services (49,7%)
- Transport Upstream (44,7%)
- Transport Downstream (4,8%)
- Capital Goods (0,3%)
- Commuting (0,2%)
- Business Travel (0,1%)
- Others (0,2%)



Carbon intensity kg CO₂e / kg product **1.94**

Healthy Product	
Key sourcing regions	Europe, Africa & Latin America
Social certification	92,5%
Tonnes sold	38.354

Healthy People	
Employees (FTE)	185
Turnover	9.8%
MT Diversity	50/50
Women	55%

Healthy Business	
Greenfluencers	11
Employee Code of Conduct	✓





Healthy Future roadmap 2030



HEALTHY PLANET		
KPI	2025	2030
Scope 1 & 2 emissions*	526 tCO ₂ e	-42%
Scope 3 emissions*	77.103 tCO ₂ e	Target under development
Fleet electrification	62.5%	100%
Certified sourcing in high water-risk areas	64.8%	95%
Food waste	1,75%	<2%
Residual waste	12.3%	<10%

HEALTHY PRODUCT		
KPI	2025	2030
GFSI compliant suppliers	100%	100%
Socially certified sourcing	92.5%	100%
Quality claim volume	5%	<2%
EU pesticide MRL compliance	98.9% of samples	Maintain above 98%

HEALTHY PEOPLE		
KPI	2025	2030
Lost time accidents	12	-20%
Annual reviews	67%	95%

HEALTHY BUSINESS		
KPI	2025	2030
EcoVadis	Bronze	Silver
CDP	C	B
Sustainability report	First VSME	Annual
Suppliers covered by Supplier Code of Conduct	In development	100% implementation

* LOCATION BASED



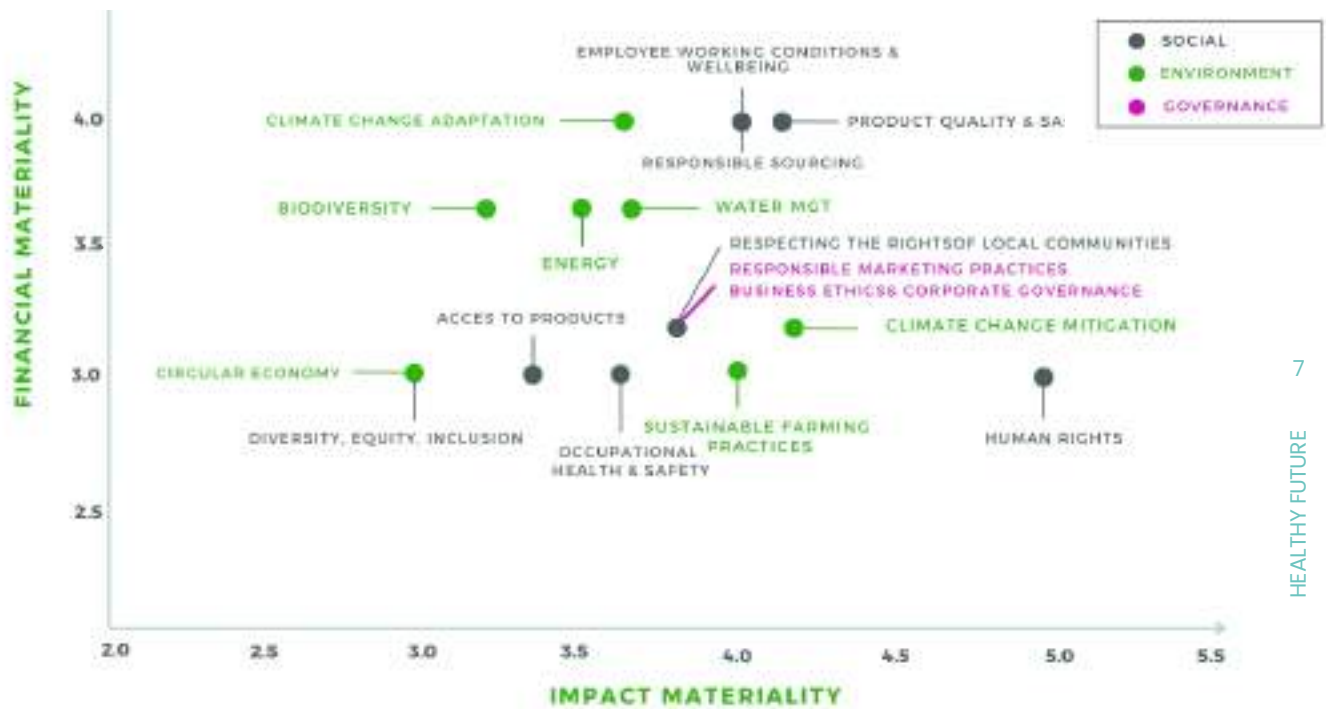


Our Healthy Future strategy

Healthy Future brings together our sustainability ambitions under **four interconnected pillars**. Together, they guide our priorities, decisions and long-term ambitions.



The four pillars are based on our **Double Materiality Assessment (DMA)**, which identifies the environmental, social and governance topics that are most relevant for Special Fruit and our stakeholders. The assessment helps us focus our efforts where they can create the greatest long-term value for both our business and society.





Healthy Planet

**Balancing freshness
with footprint**



1. Where our impact lies

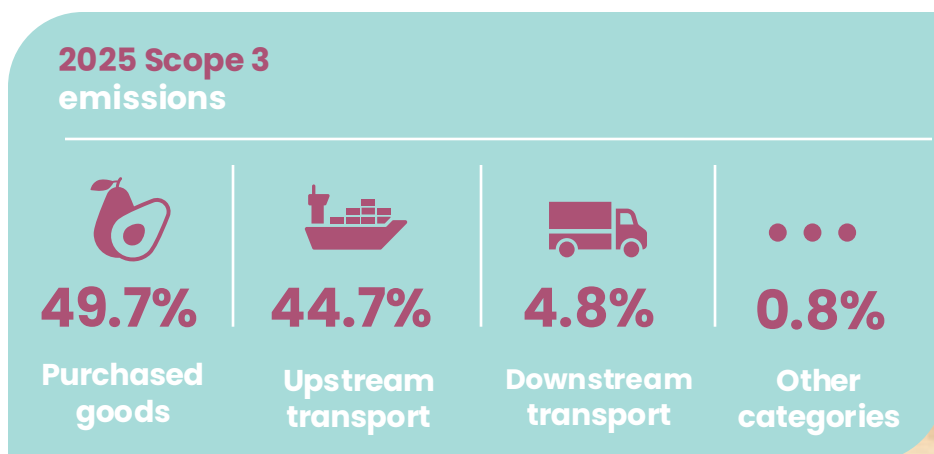
In 2025, our reported carbon footprint amounted to approximately 77.629 tCO₂e.

Around 99.3% of these emissions originated in the value chain, mainly from cultivation, transport and packaging. Within Scope 3, **purchased goods and upstream transport** account for the largest share of our emissions, together representing more than 94% of our total carbon footprint.

How we reduce our impact

- Improving carbon data quality
- Optimising sourcing and transport decisions
- Working with suppliers on emission reductions
- Engaging logistics partners to reduce transport emissions
- Integrating climate considerations into sourcing decisions

We are developing a climate transition plan and intend to submit **SBTi-aligned targets for validation**. Our current direction is to reduce **combined Scope 1 and 2 emissions by approximately 42%**, using the location-based method, and to define an appropriate Scope 3 approach. The final baseline, boundary, target year and reduction values remain subject to validation.





2. Managing climate-related sourcing risks

Changing growing conditions increasingly affect agricultural production across many sourcing regions. The main risks for our sourcing network **include drought, extreme weather, shifting seasons, water scarcity, pest pressure and transport disruption.**

How we strengthen resilience

- Diversifying sourcing origins to reduce dependency on individual regions.
- Building long-term partnerships with growers
- Monitoring climate and sourcing risks across key production regions
- Improving sourcing and transport decisions through better data and local expertise
- Maintaining reliable cold-chain operations and efficient handling to safeguard product quality



Key sourcing risks

- Crop availability & quality
- Water scarcity in sourcing regions
- Transport disruption
- Energy costs



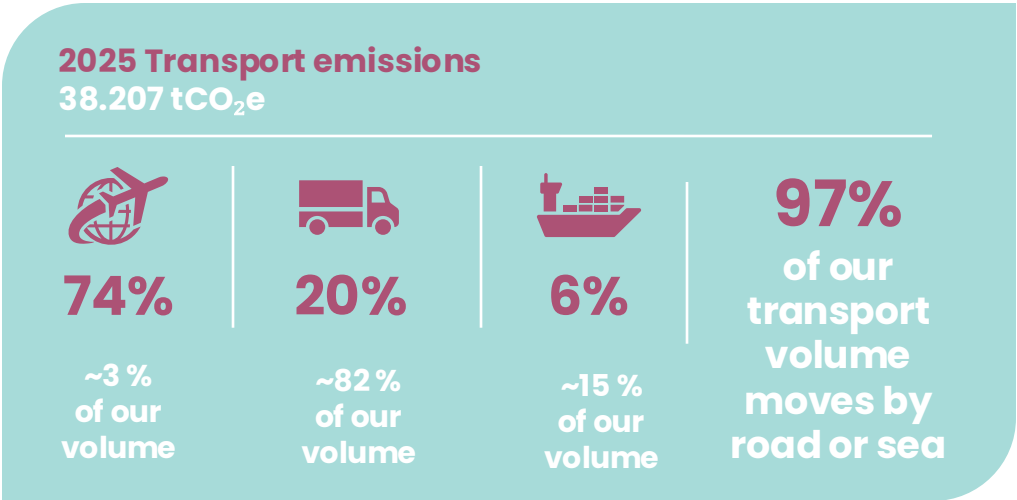
3. Reducing transport emissions

Fresh fruit and vegetables often travel long distances under carefully controlled conditions. In 2025, upstream and downstream transport emissions amounted to 38.207 tCO₂e.

Although air freight represented only around 3% of our transport volume, it accounted for 74% of transport emissions. This confirms that **reducing air freight where product quality allows** offers one of the greatest opportunities to lower our climate impact.

In 2025, transporting an additional 122.614 kg of asparagus by sea instead of air resulted in an estimated reduction of approximately 1.334 tCO₂e compared with 2023.

We continue to **improve transport data quality** and work with suppliers and logistics partners to identify further reduction opportunities while maintaining product quality and reliability.

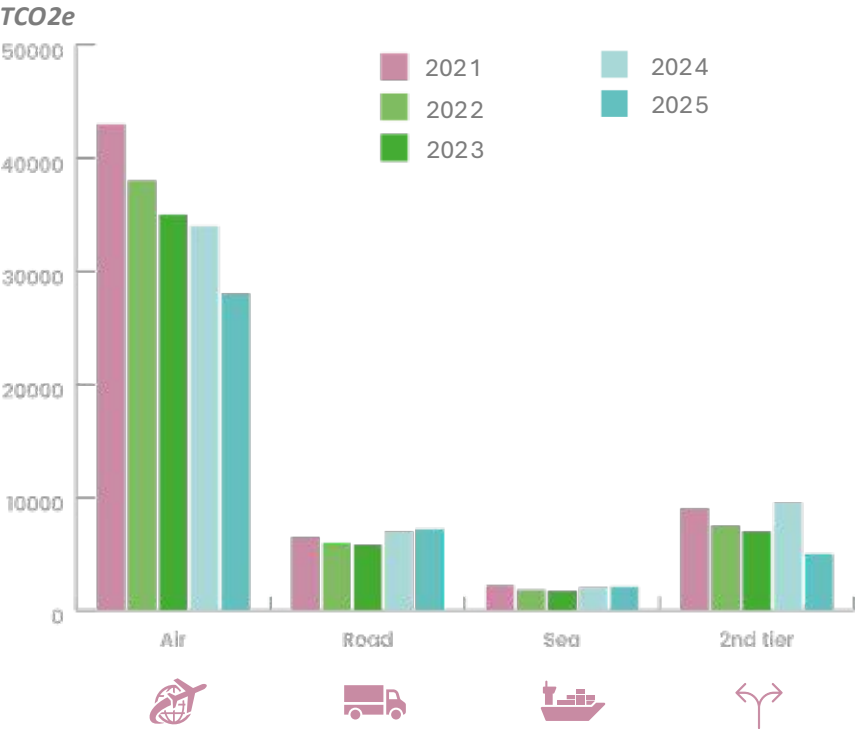




We also support initiatives aimed at reducing transport-related emissions where air freight remains necessary. In 2025, our participation in the Air France-KLM Cargo Sustainable Aviation Fuel (SAF) programme for asparagus shipments resulted in the use of 17.45 tonnes of SAF, contributing to **a well-to-wheel (WtW) reduction of 56.05 tonnes of CO₂e**. SAF offers an additional opportunity to lower emissions where air freight cannot yet be avoided.

Our direction is clear: **reduce unnecessary emissions, improve transport data and make smarter logistical choices** without compromising product quality and food safety.

The figures below show **emissions over the years per transport** category. Improved data quality has helped us obtain a more accurate understanding of transport emissions. Methodological improvements and better data availability may affect year-on-year comparability.





4. Packaging and circularity

Packaging plays an essential role in **protecting products, extending shelf life** and preventing food waste. At the same time, we continuously work to reduce its environmental impact.

Many of our packaging materials are designed to be recyclable within existing recycling systems. As part of our PPWR preparation, we are **assessing the recyclability and recycled content of our packaging portfolio** to establish a baseline for future reporting. By 2030, we aim to maximise the use of recycled and recyclable materials while ensuring product protection, food safety and compliance.

How we reduce packaging impact

- Saving approximately 3.8 tonnes of plastic through lighter berry punnets introduced in 2025
- Avoiding approximately 11.000 km of transport or 11.6 tCO₂e by relocating packaging activities closer to our operations
- Increasing the use of mono-material packaging
- Reusing EPS crates and pallets
- Recycling avocado crates into new plastic products
- Achieving 100% recovery of paper, cardboard, plastics, wood, metals, batteries and electronic waste.





5. Energy in our own operations

While most of our total environmental impact sits in the value chain, energy use in our own operations remains important. Energy is primarily used for cooling, ripening, storage and logistics. **Cooling** accounts for approximately **two-thirds of our total energy use**.

In 2025, we **reduced electricity consumption** at Special Fruit Belgium and Fruit Service Collective **by 14%** compared with 2024, contributing to an overall 17% reduction in reported energy consumption. In the same year, our new solar installation became operational, with generation starting in May.



2.107

Solar panels

97.7%

Renewable
energy

62.5%

Fleet electrification

97.7% of our reported electricity consumption came from renewable sources, combining green electricity procurement with electricity generated by more than 2,000 solar panels on our facilities. We also used 99.8% of the electricity generated by our own solar panels directly within our operations.

We continue to improve energy efficiency through cooling optimisation and by reusing compressor heat for ripening and space heating.

2030



**solar energy
to 20% of total
electricity use**

2030



**company
fleet 100%
electric**

2033



**phasing
out gas
entirely**

These actions reduce direct emissions and make our operations less dependent on fossil fuels and volatile energy markets.



6. Water and sourcing risks

Water is essential for growing fresh fruit and vegetables. While our own operational water use is limited, our greatest **water dependency lies upstream**, in the regions where our products are grown.

In 2025, total water withdrawal within our **own operations** amounted to 1.272 m³, of which 170 m³ originated from high water-stress areas. We therefore focus our water approach primarily on our sourcing network and the regions where water risks are highest.

In 2025, **64.8% of our sourcing volume** from high water-risk areas was covered by valid water management certification in line with SIFAV requirements. High-risk areas are identified using the WWF Water Risk Filter. By 2030, we aim to increase this coverage to 95%.

How we manage water risks

- Mapping high water-risk sourcing regions
- Prioritising suppliers in high-risk areas
- Integrating water risks into sourcing decisions
- Strengthening supplier engagement
- Improving water-related data quality





7. Keeping products in the food chain

Just because a product doesn't meet retail specifications does not automatically mean it is waste. Our objective is to keep products in the food chain whenever possible. Products that can no longer be sold through their original destination are **redirected to alternative applications based on quality and market opportunities.**

In 2025:

- 577 tonnes of avocados were redirected to avocado oil production.
- 119 tonnes of other fruit were redirected to anaerobic digestion

Overall, 87.7% of our waste was recycled, reused or valorised, while residual waste represented 12.3% of total waste. By 2030, we aim to reduce this to below 10%.

Food donations also take place through local partners. As these volumes are not yet systematically measured, they are currently excluded from our reported food-loss figures.

Our ambition goes beyond waste management. **Food waste represented 1.75%** of total product volume in 2025. By 2030, we aim to keep this below 2% while further increasing opportunities to recover products for alternative applications.



577
tonnes
of avocados
redirected to
avocado oil



119
tonnes
of other fruit
redirected to
recovery routes



8. Next steps for biodiversity

Biodiversity is an emerging topic within our Healthy Future strategy. While we have **not yet defined specific biodiversity targets**, we are taking the first steps to identify biodiversity risks across our sourcing regions.

Our own sites in Meer and Huelva **are not located in or near identified biodiversity-sensitive areas**. For our sourcing regions, we currently address biodiversity indirectly through responsible sourcing, supplier standards and recognised environmental certifications where applicable.

In 2026, we will carry out a biodiversity and deforestation exposure assessment for our key sourcing regions.

Our Healthy Planet 2030 ambitions



-42%

Scope 1 & 2
emissions



100%

diverted from
residual waste



MAX

recyclable
packaging
materials



95%

certified
sourcing in high
water-risk
regions





Healthy People

People behind
every product



1. Supporting people to thrive

Our people are at the heart of our business. Creating **a safe, healthy and supportive** workplace enables employees to perform at their best, grow professionally and contribute to a Healthy Future. Through initiatives focused on well-being, development and engagement, we aim to create an environment where people can thrive.

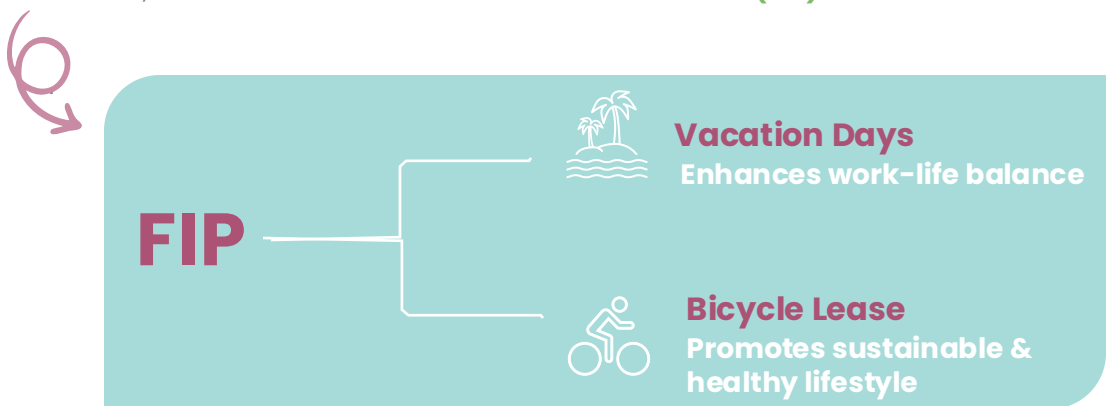
Throughout 2025, we further expanded our **Healthy Future in Action** programme, which focuses on physical health, mental well-being and employee engagement.

Autumn walks Employee group walks	CO₂ Challenge Commute by bicycle foot or carpool	Strava Club 43 active participants	Gym discount 20% off Sportoase membership
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We continued to support participation in local sporting events and social initiatives, including company teams taking part in **sports events and fundraising activities** such as the “1000 km for Kom op tegen Kanker”.

Healthy nutrition remains an important part of our approach. Fresh fruit is available every day in our canteen for all employees, including temporary workers.

In 2025, we also introduced the **Flexible Income Plan (FIP)**.





Employee safety and well-being are supported through mandatory **training programmes covering food safety, workplace safety, ergonomics and emergency response procedures**. Dedicated training is also provided to members of the intervention team and employees responsible for fire safety.

Mental and psychosocial well-being receives continuous attention. Employees have access to **both an internal prevention advisor and external support** through Mensura. These resources offer confidential guidance and support for employees facing well-being challenges, workplace concerns or personal matters.

Through these initiatives, we aim to create a workplace where employees feel safe, respected and empowered to thrive.



People at Special Fruit



196
employees



15
nationalities



185
FTE



55%
women



45%
men



12
workplace
incidents
with lost
time



9.8%
turnover
ratio



2. Growing together

Investing in people is essential to build a resilient and future-ready organisation. We therefore focus on **continuous learning, personal development and a strong company culture** based on our values of Growth, Respect, Inspiration and Passion.

Every new employee follows a structured onboarding programme. During their first weeks, they are introduced to different departments, complete mandatory training sessions and become familiar with key processes such as food safety, quality standards and internal systems.

Learning continues throughout an employee's career at Special Fruit. In addition to mandatory training, employees can participate in knowledge-sharing initiatives and development programmes designed to strengthen **collaboration and personal growth**.

One example is the "Over the Wall" project, which allows employees from different departments to gain a better understanding of each other's roles, processes and challenges. By increasing cross-functional knowledge, the initiative strengthens **cooperation and mutual understanding throughout the organisation**. The Exotics Academy provides additional product knowledge opportunities.

"The 'Over the Wall' project gave me valuable insight into the challenges and expectations of other departments. It strengthened mutual understanding and helped improve collaboration across teams."

Sanne Aerts, Supply chain Administrator





In recent years, a strong focus has been placed **on feedback, self-reflection and self-leadership**. Nearly all employees participated in feedback training sessions aimed at improving both giving and receiving feedback. Additional Lunch & Learn sessions highlighted the importance of **one-to-one conversations** between employees and managers as a key tool for dialogue, development and engagement.



Our culture is characterised by an **informal, family-oriented atmosphere** where employees support one another and where open communication is encouraged. Collaboration is further strengthened through initiatives such as the Momentum Makers, who act as a bridge between employees and management.

Employee engagement is supported through various communication channels, including SharePoint, a dedicated employee Facebook community and regular information sessions. Feedback is actively encouraged through initiatives such as the monthly 4C Lunches (Connection, CEO, Colleagues and Ciabatta), where employees from different departments meet with the CEO in an informal setting to exchange ideas, ask questions and provide feedback.



Our Healthy People 2030 ambitions



95%

Annual
performance
reviews



5

Training
days per
employee



20%

Reduction
of lost-time
accidents



∞

Investment
in feedback
& leadership



Healthy Product

**Responsible
Products**



1. A resilient sourcing network

A reliable year-round supply starts with a resilient sourcing network. At Special Fruit, we work with **278 suppliers in 44 countries** to deliver consistent quality, availability and continuity for our customers.

Long-term grower partnerships, diversified sourcing origins and continuous market knowledge help us respond to changing growing conditions while maintaining product quality throughout the year.

We work closely with growers to share knowledge, monitor performance and respond to changing requirements. In higher-risk sourcing regions, our risk-based approach **combines supplier assessments, social audits and ongoing engagement to address labour conditions** and human rights.

In 2025, 92.5% of our sourcing volume from high-risk large farms was covered by recognised social audits. We aim to increase this to 100% by 2030.

How we build resilient partnerships

- 278 suppliers across 44 sourcing countries
- Long-term grower partnerships
- Supplier evaluations & risk assessments
- Recognised social standards (e.g. SMETA, GRASP)
- Knowledge sharing & continuous improvement



2. Quality and food safety

Delivering high-quality, safe fruit and vegetables is at the core of our business. Every sourcing decision balances product quality, food safety, availability, affordability and environmental impact.

Ensuring quality and food safety relies not only on **effective systems and controls**, but also on the knowledge and commitment of our people. We help colleagues to keep key standards and procedures top of mind through regular **communication and monthly food safety microlearnings**.

How we safeguard product quality

- 100% GFSI-compliant suppliers
- GLOBALG.A.P.-certified suppliers
- Full product traceability
- Residue monitoring programme
- Monthly food safety microlearnings
- Continuous quality improvement



Our Healthy Product 2030 ambitions



100%

GFSI-compliant sourcing



100%

socially certified sourcing



<2%

customer complaints



70/100

product quality consistency (with reduced variability)



Healthy Business

Responsibility,
transparency &
engagement



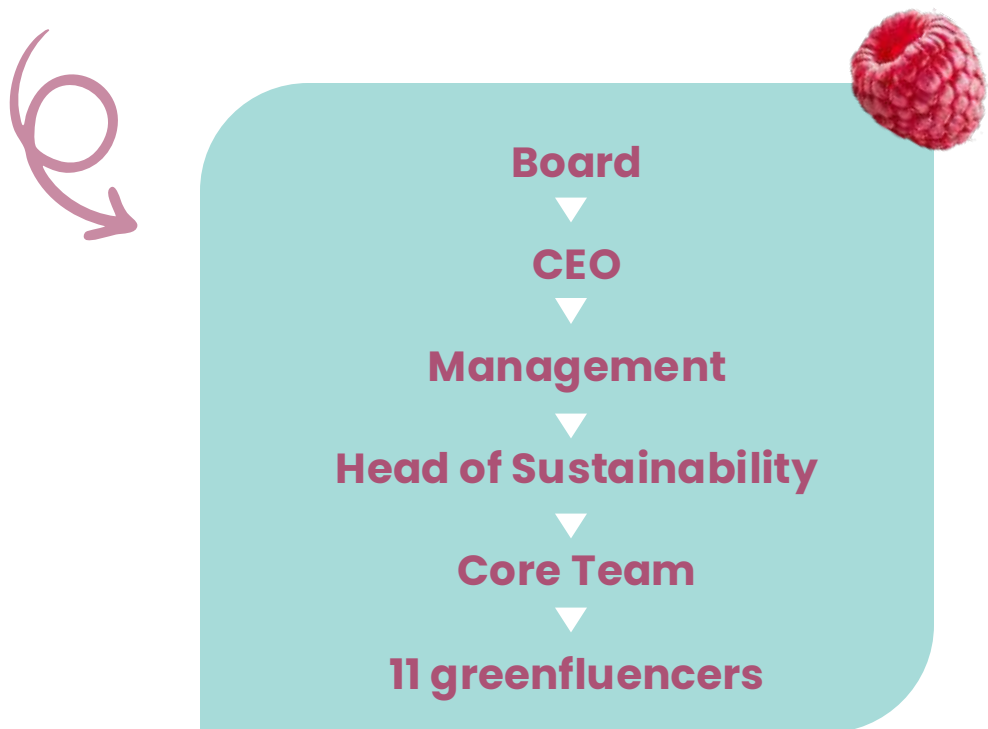
1. Embedding sustainability

Healthy Future is integrated into the way we manage our business. Sustainability is part of strategic decision-making and supports long-term value creation for customers, employees, suppliers and shareholders.

Overall responsibility lies with our CEO and is supported by the Head of Sustainability. Progress is regularly reviewed by the Management Team and discussed at Board level.

Day-to-day implementation is coordinated by a **cross-functional core team, supported by 11 Greenfluencers** representing different departments across the organisation.

Together, they help translate our Healthy Future roadmap into practical actions throughout the business.





2. Engaging people & stakeholders

Healthy Future can only succeed through collaboration. Employees, customers, suppliers and financial partners all play a role in helping us improve.

Within Special Fruit, employees participate through **the Healthy Future in Action programme**, which encourages practical initiatives around well-being, sustainable mobility and responsible resource use.

We also maintain an ongoing dialogue with customers and suppliers to exchange knowledge, discuss expectations and identify opportunities for improvement.

Transparent communication with financial institutions and other stakeholders helps us demonstrate progress and strengthen long-term relationships.





3. Measuring and reporting progress

We believe transparency starts with measuring and reporting our progress. In 2026, we published our first sustainability report based on the Voluntary Sustainability Reporting Standard for SMEs (VSME).

Although reporting is voluntary for our organisation, we chose this framework to communicate our progress in a structured and transparent way.

We also use external assessments such **as EcoVadis, CDP and our internal Double Materiality Assessment (DMA)** to identify priorities, monitor progress and continuously improve our sustainability approach.



"Measuring is only the starting point. We are developing reduction targets in preparation for SBTi validation, translating climate data into practical action.."

Ben Michielsen, Head of Quality & Sustainability



4. Ethics & responsible business conduct



Integrity and responsible business conduct are fundamental to the way we work. Our Code of Conduct provides employees with clear guidance on ethical behaviour, compliance and responsible decision-making.

The Code of Conduct forms part of our onboarding process and is available to all employees. Concerns can be reported confidentially through our whistleblowing channel managed by SD Worx. In 2025, **no cases of fraud, corruption or other serious violations** were reported.

In 2026, we will introduce **a Supplier Code of Conduct** to strengthen expectations regarding ethics, human rights and sustainability performance throughout our supply chain.

Our Healthy Business 2030 ambitions



Annual

Sustainability reporting



11+

Green fluencers



Silver

EcoVadis ambition



100%

Supplier Code of Conduct implementation





More information :

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